

POLICY AND COMMUNICATIONS BULLETIN

THE CLINICAL CENTER

Medical Administrative Series

M95-5 (rev.)

15 November 1999

MANUAL TRANSMITTAL SHEET

SUBJECT: Appointment of Staff Clinicians and
Staff Scientists (Clinical) at the NIH

1. Explanation of Material Transmitted: This bulletin transmits the policy and procedures for promoting or appointing clinicians at the Warren Grant Magnuson Clinical Center to permanent positions. This revision, which clarifies the Staff Clinician appointment process and addresses the mechanism for the appointment of Staff Scientists (Clinical), was approved by the Medical Executive Committee at its meeting on 2 November 1999.
2. Material Superseded: MAS No. 95-5 (rev.), dated 6 January 1998
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Remove: No. M95-5 (rev.), dated 6 January 1998

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DISTRIBUTION

Physicians, Dentists and Other Practitioners Participating in Patient Care

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Staff Scientists (Clinical) at the NIH

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DRAFT

SUBJECT: Employment of Staff Clinicians and
Staff Scientists (Clinical) at the NIH

PURPOSE

This issuance transmits the current policy and procedures for processing recommendations for the appointment, promotion, conversion or extension of members of the Medical Staff* at the National Institutes of Health (NIH) who provide clinical, clinical support or research support services.

GLOSSARY OF TERMS

Staff Clinician – A clinical position for which a M.D, D.D.S., or D.O. (or equivalent) degree is required. The primary role of the Staff Clinician is to deliver critical clinical services. As such, the Staff Clinician is expected to spend the majority of his/her time in the provision of clinical services and in the support of clinical research. The Staff Clinician is expected to provide clinical leadership and the highest level of clinical care. Therefore, performance will be evaluated on the level and quality of the clinical activities. A Staff Clinician can also conduct research under the supervision of a fiscally responsible (i.e., tenured) investigator and may function as a Principal Investigator on clinical protocols.

Staff Scientist (Clinical) - A clinical (non-M.D., D.D.S., D.O) position for individuals with doctoral degrees or equivalent experience. The primary role of the Staff Scientist (Clinical) is to deliver critical clinical or clinical research support services to CC patients and/or to NIH clinical investigators. As is the case for Staff Clinicians, the Staff Scientist (Clinical) spends the majority of her/his time in the provision of clinical services and/or in the support of clinical research. The Staff Scientist (Clinical) is expected to provide clinical leadership and the highest level of clinical care. Therefore, performance will be evaluated on the level and quality of the clinical and clinical research support activities. A Staff Scientist (Clinical) can

*Note: The employment of Staff Scientists is governed by NIH policy. The policy may be viewed on the worldwide web at: <http://www1.od.nih.gov/oir/sourcebook/design/staff-sci.htm>.

conduct research under the supervision of a fiscally responsible (i.e., tenured) investigator on clinical protocols.

Tenure is defined at NIH as the long-term commitment of resources (i.e., funds, personnel, and space) to an individual, based on his/her demonstrated ability to carry out independent biomedical research.

POLICY

Employment Mechanism(s)

Staff Clinicians and Staff Scientists (Clinical) may be employed under Title 42, Title 5 or in the PHS Commissioned Corps. Policy governing the use of these authorities and their duration may be viewed at: www1.od.nih.gov/oir/sourcebook.

Personnel actions proposed by an IC for Staff Clinician and Staff Scientist (Clinical) positions may be subject to review by an IC or NIH committee and/or NIH officials. Attachment A outlines the role of various committees and /or the IC Scientific Director in the recruitment and/or evaluation of candidates for Staff Clinician and Staff Scientist (Clinical) positions and provides sample letters for solicitation of recommendations for use in the evaluation process. Attachment B outlines the current delegations of pay authorities for these positions.

Research Resources for Staff Clinicians and Staff Scientists (Clinical)

Designation of positions as Staff Clinician or Staff Scientist (Clinical) does not imply the granting of programmatic resources associated with the concept of tenure at NIH. However, Staff Clinicians may serve as Principal Investigators on clinical protocols. Nonetheless, Staff Clinicians and Staff Scientists (Clinical) are encouraged to participate in collaborative research. Resources to support such collaborative research will be provided by the relevant IC, under the auspices of a tenured investigator. As it is expected that the collaborative contribution of the Staff Clinician or Staff Scientist (Clinical) to research will be recognized appropriately by authorship on publications, the Staff Clinician or Staff Scientist (Clinical) is encouraged to publish. However, selection and promotion are not based on the level or productivity of research. Institutes or the Clinical Center may provide resources for the conduct of clinical or laboratory research to Staff Clinicians or Staff Scientists (Clinical) on a case-by-case basis. Such research will be sponsored and supervised by a tenured or tenure-track investigator and will undergo review by the Board of Scientific Counselors.

NOTE: A Staff Clinician or Staff Scientist (Clinical) whose record of scientific accomplishment merits consideration may be evaluated for entry into the tenure track or for direct conversion to tenure. The procedures established by the NIH Central Tenure Committee must be followed. Final approval is by the NIH Deputy Director for Intramural Research.

Equal Employment Opportunity Considerations

Candidates for positions of Staff Clinicians or Staff Scientists (Clinical) may be either internal candidates or identified through external recruitment sources. To ensure a fair and equitable method of selection, current IC employees who were not subject to a competitive selection process during their initial recruitment generally should be considered to be external candidates. Current IC employees who were subject to a competitive selection process when initially appointed generally are considered to be internal candidates.

Internal candidates should undergo a review by the IC's Promotion and Tenure Committee upon promotion or conversion.

When an IC elects to consider external candidates, care should be taken to employ a competitive process, including a search committee and broad advertising as appropriate, to assure opportunities for all.

Program Approval of Positions

Before a position for a Staff Clinician or Staff Scientist (Clinical) is established, the IC leadership must determine that the Laboratory/Branch/Department has the resources to support such a position. In the Institutes, the Scientific Director obtains the relevant advice from the IC Clinical Director; in the Clinical Center, the Director, CC obtains this information from the Deputy Director for Clinical Care. A supportive review of the

Laboratory/Branch/ Department by the relevant Board of Scientific Counselors (supplemented with *ad hoc* reviewers as necessary) will be required for those positions that offer the potential for research support. Such a review is not required for purely clinical positions.

To request the establishment of a Staff Clinician or Staff Scientist (Clinical) position, the Institute Laboratory/Branch/Department Chief will address a memorandum, through the Institute's Clinical Director and Scientific Director to the Institute Director. In the Clinical Center, this memorandum will be prepared by the CC Department Head through the Deputy Director for Clinical Care, CC, to the Director, CC. This memorandum will include the following information:

- 1) a description of the position, demonstrating that it is integral to the clinical service or clinical research support requirements of the NIH;
- 2) a discussion of how the position requested meets the criteria for a Staff Clinician or Staff Scientist (Clinical) position;
- 3) a discussion of the type and amount of clinical service, clinical research support, and/or teaching that is expected of the position;
- 4) if any time will be spent in the conduct of research separate from the clinical services detailed above, the extent of investment in research should be described and the sponsoring tenured or tenure-track investigator named; and
- 5) for new positions that include time spent in research, the need for the position in the Laboratory/Branch or Clinical Center Department. A statement from the relevant Board of Scientific Counselors indicating a recent positive review of the Branch or Department for those positions that offer the potential for research activities, should be appended.

Identification of Candidates

Once programmatic approval has been obtained, identification of one or more prospective candidate(s) should take place via:

- an appropriate search, if external candidates are to be considered; or
- an IC Committee review if one or more prospective internal candidates, who have satisfied competitive recruitment requirements, are being considered.

The use of one of these processes is required for initial appointments under Title 5, for conversions to permanent status or for promotions of permanent staff. Their use for T42 cases is optional.

When an IC elects to consider external candidates, the IC's Search Committee will devise a recruitment plan to locate and identify qualified applicants. The Search Committee will evaluate the applicants and make a recommendation to the selecting official regarding the best-qualified applicants. Following the review or tentative selection of a candidate, the

Search Committee will document the Search process including a discussion concerning the advertisement, committee composition, and summary of search results.

Internal IC candidates being considered for conversion to permanent status or promotion will be evaluated by the IC's Promotion and Tenure Committee. The Committee will evaluate the applicants' credentials and make a recommendation to the selecting official regarding the proposed conversion or promotion. The Committee will document the review process including a summary of recommendations received.

Attachment A outlines the role of committees in the candidate evaluation process, and the documentation that is generated as a result of the review process.

Criteria to be Applied for the Evaluation of Candidates

For Initial Appointment, Promotion or Conversion (See Attachment C)

The following criteria will be applied in assessing candidates for initial appointment, promotion, or conversion to Staff Clinician and Staff Scientist (Clinical) positions:

- the provision of superior and efficient clinical care, clinical services and/or clinical research support in his/her area of expertise;
- collaboration with others to facilitate the conduct of clinical investigation;
- service on important clinical committees in support of the clinical infrastructure;
- support of clinical training and/or clinical programs;
- demonstrated excellence in clinical teaching activities;
- time (majority) spent in these clinical activities; and
- board eligibility or certification in area(s) of expertise (physicians and dentists only).

In addition, candidates for promotions or conversions should show evidence of increasing stature and prominence as a clinician and leader for at least **two** years while engaged in duties consistent with the position under consideration. Evidence might include invitations to lecture on clinical topics outside the NIH, awards for teaching or clinical excellence, increased responsibility in important clinically-related committees, and membership on promotion and tenure committees that evaluate clinical care. Attachment C provides an in-depth discussion of the criteria.

For Extensions and Renewals

Candidates for extensions and renewals of Staff Clinicians and Staff Scientists (Clinical) positions will be assessed based on the following:

- a description of the candidate's credentials and accomplishments, showing how the candidate satisfies the position's requirements;
- evidence that the individual continues to provide excellent clinical and/or clinical research support services according to the criteria for initial appointment;
- evidence of increasing stature and prominence as a clinician and leader, based on observation of an individual's performance for at least **one** year, e.g., invitations to lecture on clinical topics outside the NIH, awards for teaching or clinical excellence, increased responsibility in important clinically-related committees, and membership on promotion and tenure committees that evaluate clinical care; and
- a description of the individual's abilities in research, though the primary assessment will be based on the criteria in Attachment C.

Requests for Approval and Documentation Requirements

When a candidate has been identified, a memorandum requesting approval of the initial appointment, promotion, conversion to permanent status, or extension/renewal of term or temporary appointment, should be initiated by the IC Laboratory/Branch/ Department Chief. A sample memorandum is included as Attachment D.

The requesting memorandum should address all of the information identified below as necessary for the type of action requested.

For initial appointment (outside hires)

The memo should include:

- a description of how the candidate's experience relates to the proposed position;
- a description of the present and proposed salaries, including bonuses, other additional pays and competing offers, if applicable. In addition, for Staff Clinician positions involving external recruitment, it may be desirable to obtain concurrent approval *in principle* by the MEC and, when appropriate, by the DDIR, or Director, NIH of the salary to be granted. Final approval is contingent upon subsequent approval of the Staff Clinician appointment and formal approval of the salary. NOTE: If an employment commitment is made before the salary is approved and the recommended salary is later disallowed, the responsibility for resolving the problem will rest with the involved Institute Clinical Director or CC Department Head and Scientific Director (or Deputy Director for Clinical Care, CC);
- a statement that the majority (i.e., over 50%) of the candidate's time is committed to the provision of clinical service or clinical research support;
- the need for the position and the expected duration; and
- a check-off line at the bottom of the memorandum to indicate the approval or disapproval and a signature and date lines for the appropriate recommending and approving officials.

In addition, the following should be included in the packets:

- the Summary Review sheet (See Attachments E and G);
- the current *Curriculum Vitae* and bibliography of the individual;
- the position or billet description (as appropriate) of the position to which the individual will be appointed (not applicable for T42);
- evidence of programmatic approval, and Board of Scientific Counselors Review (if applicable);
- materials from the IC Search Committee (see Attachment A);
- profile of laboratory/branch/department personnel, indicating the number of tenured scientists, Staff Scientists, Staff Clinicians, Staff Scientists (Clinical), and fellows;
- a draft memorandum to the candidate from the Scientific or Clinical Director explaining the position (See Attachment I); and
- copies of the documentation used in the salary determination.

NOTE: When warranted, a complete application for Medical Staff appointment and clinical credentials review, including all required supporting documentation, should be initiated

concurrently with the request for appointment. A credentialing committee must review the application before an IC makes a commitment to hire such an individual. If an employment commitment is made before a credentialing committee has reviewed the candidate's credentials, and the Committee subsequently determines that the candidate cannot be recommended for Medical Staff privileges in the Clinical Center, the responsibility for resolving the problem will rest with the involved Institute Clinical Director or CC Department Head and Scientific Director (or Deputy Director for Clinical Care, CC). (See M90-5, *Credentialing Health Professionals at the CC*).

For promotions of permanent staff

The memo should include:

- a description of the Staff Clinician or Staff Scientist (Clinical) position;
- how long the candidate has been at NIH;
- how long the individual has been in her/his current Laboratory/Branch/CC Department;
- his/her current position or rank;
- a statement that the majority (i.e., over 50%) of the candidate's time is committed to the provision of clinical service or clinical research support;
- a description of the progress and accomplishments during the previous appointment period, indicating that the candidate has:
 - excelled in the elements of the position relevant to clinical care, clinical service, and/or clinical research support;
 - participated on committees providing infrastructure and guidance to the clinical care and/or clinical research mission of the NIH;
 - participated in continuing medical education relevant to his/her area of clinical expertise;
 - provided clinical leadership relevant to the level of the renewal or requested level of promotion; and
 - made contributions to clinical teaching (where relevant); and
- any additional justification for the pay increase, including documentation of current competing offers, if applicable.

In addition to the memorandum described above, the request should be accompanied by:

- the current *Curriculum Vitae* and bibliography of the individual;
- the position or billet description (as appropriate) of the position to which the individual will be assigned;
- a statement from the CC regarding the individual's current credentialing status (where appropriate);
- a statement noting the candidate's involvement on any research protocols; and
- materials from the IC Promotion and Tenure Committee (see Attachment A).

For conversions of temporary or term appointees to permanent status

The packets should include:

- all material identified under promotions, above; and
- documentation that the teaching and/or clinical care provided by the candidate is of sufficient quality to justify conversion to permanent status.

For extensions or renewals of temporary or term appointees

The memo should contain:

- how long the candidate has been at NIH;
- how long the individual has been in her/his current Laboratory/Branch/Department;
- his/her current position or rank;
- the need for the extension or renewals and the expected duration;
- a description of the progress and accomplishments during the previous appointment period (at least one year's performance);
- letters of recommendation collected by the Scientific Director (or the DDCC in the CC) (see Attachment A); and
- justification for the pay increase, if requested, including documentation of current compensation and/or competing offers, if applicable.

In addition to the memorandum described above, the request should be accompanied by:

- the current *Curriculum Vitae* and bibliography of the individual; and
- a statement from the CC regarding the individual's current credentialing status (where appropriate).

Review and Approval of Actions

The requesting memorandum will be forwarded through the IC Clinical Director, the IC Scientific Director, and the IC Director, to the Associate Director for Clinical Research, NIH, for review and approval. In the CC, the memorandum will be forwarded through the Deputy Director for Clinical Care to the Associate Director for Clinical Research, NIH.

Reviews of Staff Scientists (Clinical)

For Staff Scientist (Clinical) positions, an original and one copy of all IC approved materials will be forwarded to the Associate Director for Clinical Research, NIH. All appointments, conversions to permanent status, and promotions of individuals to Staff Scientist (Clinical) positions will be approved by the Associate Director for Clinical Research, NIH, subject to salary approval limitations (see Attachment B). Extensions and renewals are approved at the IC's discretion, subject to salary approval limitations (See Attachment B). A sample approval memorandum is included as Attachment I. Review summary sheets and check sheets that are to be used in the approval process are appended as Attachments E and F.

If the request is approved, the approved package and attachments, will be returned to the Personnel Office of the IC in which the candidate is employed or to the IC's contact person for action (see Check Sheet). Commissioned Corps actions will be processed under normal

Corps procedures. The candidate's Branch/Laboratory/ Department Chief or the IC's contact person will inform the IC Scientific and Clinical Directors of this action.

If the recommendation is disapproved by the Associate Director for Clinical Research, or if the salary is not approved by the appropriate official, the reason(s) for disapproval will be communicated to the individuals in the chain of approval.

Reviews of Staff Clinicians

All appointments, conversions to permanent status, and promotions of individuals to Staff Clinician positions will be reviewed by the Medical Executive Committee and approved by the Associate Director for Clinical Research, NIH, subject to salary approval limitations (see Attachment B). Extensions and renewals are approved at the IC's discretion, subject to salary approval limitations (See Attachment B). For initial Staff Clinician appointments, an original and three copies of all IC approved materials will be submitted to the Executive Secretary of the MEC, who will ensure that the package is complete. The three copies of the package will be forwarded by the Executive Secretary to the Chair of the MEC's Subcommittee on Promotion and Permanent Status. Review summary sheets and check sheets that are to be used in the approval process are appended as Attachments G and H.

The Subcommittee will make a report to the full MEC, which will then vote to support or not support the recommendation. If the recommendation is approved, the package will be forwarded to the Associate Director for Clinical Research (ADCR) for signature. A sample approval memorandum is included as Attachment I. Salary review by the appropriate Policy Board (T38 or T42), the Deputy Director for Intramural Research (DDIR), or the Director, NIH, also may be required. (See Attachment B for current delegations of salary approval authority).

If the request is approved, the approved package and attachments, will be returned to the Personnel Office of the IC in which the candidate is employed or to the IC's contact person for action (see Check Sheet). Commissioned Corps actions will be processed under normal Corps procedures. The candidate's Branch/Laboratory/ Department Chief or the IC's contact person will inform the IC Scientific and Clinical Directors of this action.

If the recommendation is disapproved by the Associate Director for Clinical Research, or if the salary is not approved by the appropriate official, the reason(s) for disapproval will be communicated to the individuals in the chain of approval, as well as to the Chair of the Medical Executive Committee.

ATTACHMENT A

ROLE OF COMMITTEES IN THE EVALUATION OF CANDIDATES

Search Committee Role in Initial Appointments

When an IC elects to consider external candidates for a permanent Staff Clinician or Staff Scientist (Clinical) position, the IC's Search Committee will devise a recruitment plan to locate and identify qualified applicants. The Search Committee will evaluate the applicants and make a recommendation to the selecting official regarding the best-qualified applicants.

Following the review or tentative selection of a candidate, the Search Committee will document the Search process including a discussion concerning the advertisement, committee composition, and summary of search results.

A sample search plan for Staff Clinician and Staff Scientist (Clinical) positions is described on pages 3 – 4 of this Attachment. ICs may modify this process, provided all documentation required by the ADCR is generated for the approval package.

Promotion and Tenure Committee Role in Promotions and Conversions to Permanent Appointment

The IC's Promotion and Tenure Committee will be used to evaluate internal IC candidates for conversion to permanent status and promotion. Review of T42 cases by the Committee is optional.

For *conversions to permanent status*, the Committee will solicit letters of recommendation that attest to the candidate's clinical skills as well as her/his ability to contribute to the clinical research environment at NIH (see page 5 of this attachment). Six or more letters will be requested for Staff Clinicians, three for Staff Scientists (Clinical). These letters may come from members of the intramural program; however, for candidates who are current NIH employees, letters may not be solicited from members of the candidate's Branch/Laboratory/Department. Letters of recommendation from individuals outside NIH are encouraged, but not required. These letters are to be addressed to the Chair of the IC's Promotion and Tenure Committee.

The Committee also may choose to interview a candidate and/or elect to interview the Branch/Laboratory/Department Chief who will supervise the candidate.

Following review of the candidate, the IC Promotion and Tenure Committee will provide a statement about the number of letters solicited, and responses received. A sample of the Committee's soliciting letter will be included with the Committee's recommendation. The Committee Chair will sign the Summary Review Sheet where indicated (see Attachments E or G).

For *promotions*, the Committee will solicit letters of reference to attest to the candidate's clinical abilities (see page 6 of this attachment). At least six letters of recommendation for Staff Clinician positions and three for Staff Scientist (Clinical) positions will be requested. The candidate's IC should attempt to obtain at least two letters from individuals not employed by the IC. Where possible, recommendations for promotion should be solicited from national, as well as local, peers.

Following the review of the candidate, the Committee will provide a memorandum that summarizes its evaluation, including a statement about the number of letters solicited, and responses received. A sample of the Committee's soliciting letter will be included with the Committee's recommendation. The Committee Chair will sign the Summary Review Sheet where indicated (see Attachments E or G).

IC Scientific Director Role in Temporary or Term Appointments or Renewals

For temporary and term appointments and renewals of Staff Clinicians and Staff Scientists (Clinical) requiring review above the IC level, the IC Scientific Director (DDCC in the CC) will solicit letters of recommendation that attest to the candidate's clinical skills as well as her/his ability to contribute to the clinical research environment at NIH. Six or more letters will be requested for Staff Clinicians, three for Staff Scientists (Clinical). These letters may come from members of the intramural program; however, for candidates who are current NIH employees, letters may not be solicited from members of the candidate's Branch/Laboratory (CC Department). Letters of recommendation from individuals outside NIH are encouraged, but not required.

Medical Executive Committee Role in Staff Clinician Appointments, Conversions, Renewals, or Extensions

At its earliest convenience, but no less frequently than monthly, the Medical Executive Committee's Subcommittee on Promotion and Permanent Status will review the proposals it has received. At its discretion, the Subcommittee may meet with the recommending officials, the candidate, or with other parties of its choice. The Subcommittee is also encouraged to discuss the technical and clinical skills of the applicant with the references by phone. Upon completion of its review, the Subcommittee will make its report to the Medical Executive Committee in executive session. Upon hearing the report of the Subcommittee and after any discussion deemed necessary, the Medical Executive Committee will vote to support or not support the recommendation; a positive recommendation will require a vote of at least two-thirds of the members present. The result of that vote, with a request for approval of the recommendation, will be communicated by the Executive Secretary of the Medical Executive Committee to the Associate Director for Clinical Research, NIH, who has oversight over the appointment and promotion process.

ATTACHMENT A, continued

SAMPLE SEARCH PLAN

To initiate a Search, the selecting official will prepare a memorandum to the IC Director that describes:

- the position;
- the professional criteria required in the position;
- the proposed Search Committee membership and/or the credentials required of the members;
- the proposed advertisement; and
- the proposed distribution of the advertisement.

A record of the programmatic approval of the position should be attached to the memorandum.

The Search Committee will be chaired by an expert in the scientific/clinical discipline in which the candidate is being recruited, and should consist of persons representing the professional interests of the Laboratory/Branch/Department as well as others chosen to maximize the possibility that all qualified individuals will be able and encouraged to apply. Generally, the Committee should include individuals from outside the administrative unit in which the vacancy exists and if possible outside the IC.

The Committee will consist of at least six members, including the following:

1. a chairperson, from within or outside the IC;
2. the Chief of the relevant Laboratory/Branch/Department or a designee (optional);
3. a representative nominated by the ADCR;
4. a Woman Scientist Advisor, or a designee;
5. a scientist who identifies him/herself as being an under-represented minority or disabled; and
6. an EEO representative, serving as ex officio without vote.

Other than the chairperson, members may come from the applicable Laboratory/Branch/Department. All members of the Search Committee, except the EEO representative, will be sufficiently expert in the pertinent scientific area to be able to evaluate the credentials of candidates for the position. It is not appropriate to have the selecting and approving officials as members of the Search Committee.

The IC Director will designate his/her representative to the Committee, approve the overall recruitment plan and will forward the request to the Clinical Director. The CD will appoint the Chair and instruct the Search Committee of their charge in writing.

The Search Committee will review the advertisement(s) with the selecting official prior to distribution to ensure that the broadest pool of qualified candidates is encouraged to apply and will advise the CD on other potential recruitment sources.

The IC personnel office will collect applications, identify all qualified applicants, and the Search Committee will review the applications and will select promising candidates to be invited for interviews and scientific presentations. A short list (no more than 2 or 3) of highly qualified candidates will be reviewed by the Laboratory/Branch/Department Chief, who will recommend one or more candidates to the CD.

If the CD selects an individual and obtains verbal approval of the IC Director, the CD will forward to the IC Director:

- the name of the preferred applicant,
- a draft copy of the letter that offers the appointment outlining the specifics of the professional and personal resources being offered (if any); and
- a short description of the search process, area of advertisement, e.g., journals, newspapers, etc., number of applications received and reviewed, how many candidates were interviewed, and how a decision was reached.

ATTACHMENT A, continued
SAMPLE SOLICITATION LETTER FOR APPOINTMENT OR CONVERSION

Date

John J. Jones, M.D.
Department of Internal Medicine
State University Medical School
Anytown, USA

Dear Dr. Jones:

The National Paradigm Institute is preparing a request that Dr. Samuel S. Smith, a member of its clinical staff, be granted status as a **[Staff Clinician/Staff Scientist (Clinical)]** at the National Institutes of Health's Clinical Center. This is a position equivalent to the academic rank of Assistant Clinical Professor. A **[Staff Clinician/Staff Scientist (Clinical)]** at the Clinical Center spends a majority of his or her time providing critical clinical or clinical research support services to the NIH. **[Staff Clinicians/Staff Scientists (Clinical)]** do not have oversight of independent research resources but participate in collaborative research with tenured investigators.

As a part of the request for appointment or conversion, letters of recommendation are solicited from individuals who have knowledge of the candidate's suitability for such a position. As Chair of the Institute's Promotion and Tenure Committee, I am therefore writing to ask if you would write a letter of recommendation for Dr. Smith, attesting to his clinical skills, clinical research support skills, and/or participation in related activities, such as clinical teaching, clinically-oriented committees and training programs.

If you will be able to write such a recommendation, please do so at your earliest opportunity and address the letter to me. To facilitate your evaluation, I am enclosing a copy of Dr. Smith's *curriculum vitae*. If you cannot write such a letter, please let me know immediately.

Thank you for your consideration of this request.

Sincerely yours,

Bernard B. Brown, M.D.

Chair, Promotion and Tenure Committee
National Paradigm Institute

Enclosure

ATTACHMENT A, continued
SAMPLE SOLICITATION LETTER FOR PROMOTION

Date

John J. Jones, M.D.
Department of Internal Medicine
State University Medical School
Anytown, USA

Dear Dr. Jones:

The National Paradigm Institute is preparing a request that Dr. Samuel S. Smith, a **[Staff Clinician/Staff Scientist (Clinical)]** at the National Institutes of Health's Clinical Center, be promoted to a position that is equivalent to the academic rank of Associate Clinical Professor (Clinical Professor). A **[Staff Clinician/Staff Scientist (Clinical)]** spends a majority of his or her time providing critical clinical services to the NIH and may participate in collaborative research with tenured investigators. These individuals demonstrate excellent clinical skills, and participation in related activities, such as clinically oriented committees, training programs and clinical teaching. Promotion in this position requires demonstration of a sustained commitment and continued excellence and maturation in these areas.

As a part of the request for promotion, letters of recommendation are solicited from individuals who have knowledge of the candidate's suitability for such a position. As Chair of the Institute's Promotion and Tenure Committee, I am therefore writing to ask if you would write a letter of recommendation for Dr. Smith, attesting to his clinical skills and participation in related activities, such as teaching, clinically-oriented committees and training programs.

If you will be able to write such a recommendation, please do so at your earliest opportunity and address the letter to me. To facilitate your evaluation, I am enclosing a copy of Dr. Smith's *curriculum vitae*. If you cannot write such a letter, please let me know immediately.

Thank you for your consideration of this request.

Sincerely yours,

Bernard B. Brown, M.D.

Chair, Promotion and Tenure Committee
National Paradigm Institute

Enclosure

ATTACHMENT B
PAY REVIEW FOR STAFF CLINICIANS AND STAFF SCIENTISTS (CLINICAL)

This page is under revision.

ATTACHMENT C
CRITERIA FOR STAFF CLINICIANS AND STAFF SCIENTISTS (CLINICAL)

Individuals considered for appointment, conversion or promotion as Staff Clinicians or Staff Scientists (Clinical) will show excellence in the areas described below. In addition, individuals considered for promotion will require demonstration of a sustained commitment and progressive maturation.

1. The individual provides superior and efficient clinical care and/or clinical research support in his/her area of expertise. Promotion to higher rank requires recognition of sustained, outstanding clinical expertise, that may be demonstrated by: statements from peers, evidence of regional or national reputation as an authority in a clinical field; awards for clinical excellence; invitations to speak on clinical or clinical research support topics at regional or national meetings; membership on editorial boards of clinical journals, society committees, or advisory panels evaluating clinical excellence; and/or participation in professional clinical organizations. Such individuals may also develop innovative approaches, technologies, instrumentation or systems of patient care in a clinical discipline.
2. The individual works collaboratively to facilitate the conduct of investigation. Such contribution may include clinical care of patients on specific protocols, organization of training programs that support a variety of protocols, intellectual contributions through informal conversations, crucial contributions to clinical research support activities and the critical reading of manuscripts from research teams.
3. The individual supports the clinical infrastructure by serving on important clinical committees, such as institutional review boards, clinical quality assurance, tenure and promotion, or tumor boards.
4. The individual supports clinical training programs as shown by: participation as an attending clinician or through the supervision of a clinical service through which fellows or residents rotate; serving as a preceptor for clinical modules; or acting as a mentor or advisor for individuals in training programs. Ideally, evaluations of the effectiveness of the individual would be provided.
5. The individual shows excellence in clinical teaching activities. There should be a record of outstanding documented contributions to clinical teaching, rather than the promise of such contributions. Examples include: design and implementation of clinical courses and curricula; dissemination of information through continuing medical education offerings, visiting lectureships and grand rounds presentations; objective evaluations of bedside or formal lecturing effectiveness from residents, fellows or course participants; and publications related to teaching and learning. Generally, for positions equivalent to the GS-14, the candidate should be recognized regionally and for positions equivalent to the GS-15, there should be national recognition as an educator and/or clinician.

6. The individual spends the majority of time in the performance of clinical activities.

ATTACHMENT D
SAMPLE REQUEST MEMORANDUM FOR
STAFF CLINICIAN OR STAFF SCIENTIST (CLINICAL)

Date:**To:** Associate Director for Clinical Research, NIH**Through:** Chair, Medical Executive Committee (for Staff Clinicians Only) _____

Institute Director _____

Institute Scientific Director _____

Institute Clinical Director _____

From: Laboratory/Branch/Department Chief or Head**Subject:** Appointment/Conversion/Promotion/Extension of **[applicant]** as/to a **[professional designation]** position

The purpose of this memo is to request the appointment, conversion, promotion, or extension of Dr. Bill Brown as a **[professional designation]**. This position meets the criteria for the **[professional designation]** in that the incumbent will spend more than 50% of his time providing direct clinical services or clinical research support services to Clinical Center patients. In addition Dr. Brown will have substantial responsibilities for clinical teaching and training of junior staff.

[Optional paragraph if candidate will have research duties] Dr. Brown will also conduct clinical research under the auspices of Dr. Grace Green, a tenured investigator in our department. Dr. Brown will not have independent resources and will spend no more than 25% of his time in these activities. At the time of the last review of Dr. Green's laboratory by the Board of Scientific Counselors, the Board recommended that additional support be given to clinical research in the laboratory (relevant passage from report is appended). Dr. Brown's research activities are intended to address that recommendation.

Dr. Brown received his undergraduate degree from City College; his Master's Degree from State University and his M.D. from Medical College. He has spent the last four years on the Clinical Faculty at County Hospital. He is Board-Certified in **[Specialty]** and has subspecialty Board Certification in **[Subspecialty]**. Dr. Brown has received substantial recognition for his clinical and clinical research accomplishments. Examples of this recognition include his having been chosen 'outstanding clinician' by his peers at Medical College and his receipt of the 'teacher of the year' award at County Hospital in 1998.

[NOTE: For current NIH employees, indicate 1) how long the employee has been at NIH, 2) how long he/she has been with his/her current Lab/Branch/Department, and 3) his/her current position or rank. For new employees, indicate how his/her experience relates to the proposed position. The appointment will be based primarily on the individuals

clinical responsibilities, but a description of the individual's research abilities may be included.]

Based on our assessment of Dr. Brown's clinical skills, the importance of high quality teaching and clinical care to the Branch and the Institutes, and the remarkable support for Dr. Brown's clinical skills as demonstrated in his letters of recommendation, we feel it is appropriate to offer Dr. Brown a permanent staff position. (Alternatively, the paragraph might state that the IC plans to offer a time-limited appointment.)

Dr. Brown's current salary at County Hospital is \$142,000. His benefit package with County Hospital is valued at \$_____. (Include information on the value of current fringe benefits and a comparison to Federal benefits if used to justify the salary requested.) We plan to offer him \$143,200 (including bonuses and other additional pays) under Title 38 (or Title 42). Comparing this salary to the American Association of Medical Colleges' current salary tables, the median salary for an Assistant Professor of [Specialty] is \$148,400.

MEC Review, for Staff Clinicians only:

<input type="checkbox"/> Recommended	_____	
<input type="checkbox"/> Not Recommended	Chair, Medical Executive Committee	Date

Programmatic Approval:

<input type="checkbox"/> Approved	_____	
<input type="checkbox"/> Not Approved	Associate Director for Clinical Research, NIH	Date

Salary Approval (as appropriate):

<input type="checkbox"/> Recommended	_____	
<input type="checkbox"/> Approved	IC Director	Date

<input type="checkbox"/> Recommended	_____	
<input type="checkbox"/> Approved	Deputy Director for Intramural Research, NIH	Date

<input type="checkbox"/> Approved	_____	
<input type="checkbox"/> Not Approved	Director, NIH	Date

ATTACHMENT E
STAFF SCIENTIST (CLINICAL) SUMMARY REVIEW SHEET

Type of Action: (check one):

____ New Appt*	____ Conversion	____ Promotion	____ Extension*
----------------	-----------------	----------------	-----------------

Candidate's Name: _____ IC: _____

Current Position Title: _____

Current Pay Plan: _____ Grade/Step: _____ Salary (total): _____

Proposed Position Title: _____

Proposed Pay Plan: _____ Grade/Step: _____ Salary (total): _____

Recommended/Forwarded by:	Name	Date
Lab/Branch Chief	_____	_____
Clinical Director	_____	_____
Chair, IC Promotion & Tenure Committee or Search Committee*	_____	_____
Scientific Director	_____	_____
Institute Director	_____	_____

Appointment Approval:

___ Approved

___ Disapproved

_____ Date
 Assoc. Dir. for Clinical Res., NIH

Salary Approval (if appropriate):

___ Approved

___ Disapproved

_____ Date
 IC Director

Salary Approval (if appropriate):

___ Approved

___ Disapproved

_____ Date
 Dep. Dir. for Intramural Res., NIH

Salary Approval (if appropriate):

___ Approved

___ Disapproved

_____ Date
 Director, NIH

Forwarded for action to:

 Date

Questions or comments about this package should be directed to:

_____ on _____.

Name of Contact Person _____ extension _____

*All levels of review may not be required for term appointments or renewals.

ATTACHMENT F
Check Sheet for Staff Scientist (Clinical)
(For Review by Associate Director for Clinical Research, NIH)

Candidate Name: _____

IC: _____ Lab/Branch/Department: _____

Present Position/level: _____

Proposed Position/level: _____

Appt/Pay Authority (if applicable): ____ Title 42 ____ Title 5 w/Title 38 ____
Ccorps

Duration of Proposed Appointment: _____

Status of Candidate/Position:

- ____ a. Currently on non-permanent appointment
- ____ b. Currently on permanent Civil Service/Corps appointment
- ____ c. Outside recruitment

Please submit in the following order (original and one copy):

- ____ 1. Summary Review Sheet, see Attachment E.
- ____ 2. Recommending Memorandum from the Laboratory/Branch Chief or Scientific Director (SD), through IC Director.
- ____ 3. CV and bibliography.
- ____ 4. Position or Billet Description, as appropriate (not required for T42).
- ____ 5. Most recent Board of Scientific Counselors' review of the tenured scientist with whom the Staff Scientist (Clinical) would work (needed only in instances in which position is associated with resources for research).
- ____ 6. Report from an IC Promotion Committee (if a review was conducted), or report of the Search Committee (if one was constituted).
- ____ 7. Sample solicitation from Committee Chair or Scientific Director requesting letter of recommendation.
- ____ 8. 3 letters of recommendation and any other reviews of the individual.
- ____ 9. Profile of Laboratory/Branch personnel, indicating the number of tenured scientists, Staff Scientists, Staff Clinicians, Staff Scientists (Clinical), and fellows (include number of technicians for each principal investigator if position is associated with resources for research).
- ____ 10. Draft memorandum to the candidate from the SD/CD explaining the Staff Scientist (Clinical) position.

- ___ 11. Documentation of current compensation or competing offer if used to justify salary requested.

ATTACHMENT G
STAFF CLINICIAN SUMMARY REVIEW SHEET

Type of Action: (check one):

___ New Appt*	___ Conversion	___ Promotion	___ Extension*
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Candidate's Name: _____ IC: _____

Current Position Title: _____

Current Pay Plan: _____ Grade/Step: _____ Salary (total): _____

Proposed Position Title: _____

Proposed Pay Plan: _____ Grade/Step: _____ Salary (total): _____

Recommended/Forwarded by:	Name	Date
Lab/Branch Chief		
Clinical Director		
Chair, IC Promotion & Tenure Committee or Search Committee*		
Scientific Director		
Institute Director		
Through: (10/2C146)		
Executive Secretary, MEC		
Chair, Subcommittee of Promotion and Permanent Status, MEC		
Chair, MEC		

Appointment Approval:

___ Approved	_____	_____
___ Disapproved	Assoc. Dir. for Clinical Res., NIH	Date

Salary Approval (if appropriate):

___ Approved	_____	_____
___ Disapproved	IC Director	Date

Salary Approval (if appropriate):

___ Approved	_____	_____
___ Disapproved	Dep. Dir. for Intramural Res., NIH	Date

Salary Approval (if appropriate):

___ Approved	_____	_____
___ Disapproved	Director, NIH	Date

Forwarded for action to:

_____ Date

Questions or comments about this package should be directed to:

_____ on _____.

Name of Contact Person _____ extension _____

All levels of review may not be required for term appointments or renewals.

ATTACHMENT H
CHECK SHEET FOR STAFF CLINICIAN
(For Review by Associate Director for Clinical Research, NIH)

Candidate Name: _____

IC: _____ Lab/Branch/Department: _____

Present Position/level: _____

Proposed Position/level: _____

Appt/Pay Authority (if applicable): ____ Title 42 ____ Title 5 w/Title 38 ____
CCorps

Duration of Proposed Appointment: _____

Status of Candidate/Position:

- ____ a. Currently on non-permanent appointment
- ____ b. Currently on permanent Civil Service/Corps appointment
- ____ c. Outside recruitment

Please submit in the following order (original and three copies):

- ____ 1. Summary Review Sheet, see Attachment G.
- ____ 2. Recommending Memorandum from the Laboratory/Branch/ Department Chief or Scientific Director (SD), through IC Director.
- ____ 3. CV and bibliography.
- ____ 4. Position or Billet Description, as appropriate (not required for T42).
- ____ 5. Most recent Board of Scientific Counselors' review of the tenured scientist with whom the Staff Clinician would work (if position is associated with resources for research).
- ____ 6. Report from an IC Promotion Committee (if a review was conducted), or report of the Search Committee (if one was constituted).
- ____ 7. Sample solicitation from Committee Chair or Scientific Director requesting letter of recommendation.
- ____ 8. 6 letters of recommendation and any other reviews of the individual.
- ____ 9. Profile of Laboratory/Branch personnel, indicating the number of tenured scientists, Staff Scientists, Staff Clinicians, Staff Scientists (Clinical), and fellows; (include number of technicians for each principal investigator if position is associated with resources for research).
- ____ 10. Draft memorandum to the candidate from the SD/CD explaining the Staff Clinician position.

- ___ 11. Report from Medical Executive subcommittee on clinical appointments.
- ___ 12. Documentation of current compensation or competing offer if used to justify salary requested.

ATTACHMENT I

Sample Approval Memo for Staff Clinician or Staff Scientist (Clinical) Appointment

DATE: _____

TO: _____

FROM: _____ Scientific Director, [insert IC]

SUBJECT: Appointment as a [Staff Clinician/Staff Scientist (Clinical)]

I am pleased to notify you that your nomination as a [Staff Clinician/Staff Scientist (Clinical)] has been reviewed and approved by the Associate Director for Clinical Research, NIH. The NIH has formalized the concept of [Staff Clinician/Staff Scientist (Clinical)] as an intramural appointment, reflecting the importance of multi-disciplinary research teams. NIH [Staff Clinicians/Staff Scientist (Clinical)]s are considered to have highly specialized and superb clinical and clinical research support skills and expertise, and perform a critical function as key members of a team of researchers whose project goals are defined by a Senior Investigator.

The resources reassigned to a [Staff Clinician/Staff Scientist (Clinical)] are derived from those assigned to the Senior Investigator, including space, funds, equipment, and personnel. The Scientific Director is free at any time to reassign the [Staff Clinician/Staff Scientist (Clinical)] to any research team to which his or her special expertise would make a valuable contribution. Because the appointment of a [Staff Clinician/Staff Scientist (Clinical)] is based on consideration of the strength of the clinical and/or clinical research program(s) in the Laboratory/Branch/Department, as well as the candidate, the program must remain strong, and the candidate must have demonstrated an exceptional ability to be highly productive within this clinical program. Based on your past accomplishments, I have every expectation that you will be a highly productive [Staff Clinician/Staff Scientist (Clinical)] in the future.

To summarize, your position is fully intended to provide vital clinical and clinical research support services and you must be aware that you can be reassigned to another program if there are major changes to the current program. In the event this occurs, you will be expected to address the clinical and clinical research goals of the new program. As in the case of any NIH employee, you may also be removed from this position for malfeasance or lack of satisfactory performance.

I am pleased to appoint you to the position of [Staff Clinician/Staff Scientist (Clinical)] under [insert pay authority, e.g., time-limited, renewable Title 42, or Title 38]. [If T42 or temporary or term T38:] Renewal of this appointment will be based on sustained high level performance and the ability to utilize your capabilities in an Institute intramural clinical and/or clinical research program.

Approved for appointment as a [Staff Clinician/Staff Scientist (Clinical)]:

Appropriate Official (ADCR, DDIR, or Director, NIH) Date

I accept the appointment as a [**Staff Clinician/Staff Scientist (Clinical)**] under the above conditions:

Signature of Candidate

Date